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ORD 6288-68

24 September 1968

MEMORANDUM FOR : Director, Office of Research and Development

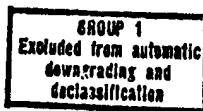
SUBJECT : Report on 16-17 September 1968 Career Service Panel Symposium

1. The need and the basis for this symposium, defined in the attached memorandum to D/ORD, ORD 4279-68 attached, was convened to give special attention to the problem of ORD career development. It was designed for the concerted consideration of the ORD division chiefs to the key problems which, based on their concept of division organization and mission, would be presented to the D/ORD for any use he deemed advisable in the best interest of the office.

2. In preparation for this symposium, the previously referenced memorandum, ORD 4279-68, was circulated to CSP members who submitted their suggested agenda items. As a result, a format for discussion entitled "Career Considerations" was developed and used during the course of the symposium. Both the suggestions from the various division chiefs and the outline for discussion entitled "Career Considerations" are attached hereto.

3. The symposium was convened on the morning of 16 September [redacted] with [redacted] conducting the meeting. All division chiefs, plus [redacted] from the front office, were present. The following paragraphs, though not necessarily in the order presented, outline the progress of the symposium.

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BACKGROUND OF DD/R AND ORD

A. When the initial question on the discussion format was raised, "What kind of recruits do you look for and why?", the discussion took off on a number of the tangents which were the earmark of the symposium. In retrospect, this appears reasonable and logical.

B. The DD/R, the predecessor to DD/S&T, was created as a natural outgrowth of Dick Bissell's organization known as DPD. DD/R was created to be an advanced R&D organization involved primarily with advanced systems concepts. It was to be a new dimension in technical intelligence endeavor, well beyond the more conventional DDP type intelligence efforts. As a result, it became in concept the natural competitor of the status quo and subject to parochial and historic rejection.

C. After DD/R became DD/S&T, the flavor of the organization changed as OSI was brought in to join OEL and OSA as old line offices. OSP, FMSAC and ORD were the new look. OSP and FMSAC had unique missions, but ORD was by definition the new element of change.

D. The mission of ORD was not to conflict either in development, engineering, production or application of intelligence collection systems for which such units as OEL, TSD, COMMO, etc. had historic responsibility.

E. ORD was thus defined as an upstart organization among the older offices in the DD/S&T (OEL, OSI, OCS and OSA) and, perhaps more emphatically, among the various elements of the DDP, DDS and DDI. Although this was true, there was nevertheless a natural gap, and a requirement, for broad and fundamental R&D effort which would support these technical operational elements, whether or not they recognized the need for it.

F. As ORD proceeded to function, it became evident that a real interchange, and the receipt of requirements, would come only after ORD had demonstrated sufficient accomplishment and promise to warrant their continued existence. During the years from 1963 to 1966 the potential of ORD in the form of real accomplishment was demonstrated.

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G. Despite these validations of ORD potential, considerable effort and "diplomacy" had to be exercised to establish working relationships with the various technical operational elements in DD/S&T and CIA generally. The interface between ORD and its D&E customers became the difficult problem. This interface had to be flexible; ORD divisions usually develops a device or a system to the feasibility prototype stage (coordinating with the user in the meantime) and then releases it. This interface then, and now, is invariably defined in terms of the parochial interests of the using element. ORD must reserve the right to further R&D advances to be made in such technical concepts if they are complex or technically significant. If the device or system is unique or sufficiently complex that the operational user cannot adequately field it, ORD will probably field it; in any event, the ORD specialist will invariably serve as technical consultant.

4. Problems of the Framework Within Which ORD Operates

A. The previous paragraphs define the framework within which ORD is permitted to operate --- in essence, defines its missions and functions. This paragraph presents an outline of the problems which continue despite the fact that the mission and functions of ORD have been relatively clearly established.

B. Although ORD has primarily the responsibility for advanced technology and systems concepts, budget policy and the inherent tendencies of top management squeeze ORD in the direction of competing with traditional Agency elements in the development and engineering of short range expensive state-of-the-art type intelligence systems.

C. In the process, top level management reaches too far down into the R&D process.

D. Unreasonable and unrealistic demands for coordination (approval) based on the number of personnel and the nature of organization are continuously imposed.

E. The direction of R&D programs are too much influenced by OPPB and a variety of pseudo-operational managers.

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F. In the concern for duplication and operational propriety, there results the insistence for absolute coordination; however, this coordination is a one way street, always from ORD out.

G. The tendencies of management instruments such as OPPB and operators invariably tend to state-of-the-art applications of technology since they feel compelled to short term success and the support of day to day intelligence operational requirements. They find it difficult to encompass futuristic and farsighted scientific goals and find it difficult to support real research and development. It would be perfectly reasonable, as illustrated by a view of the top corporations in the country, to support an R&D unit with general, appropriate requirements up to 50% of effort. During the past year ORD was denied, primarily for budget reasons, even a 10% freedom of self-discipline in this respect.

H. Since a division operates only with technical personnel and secretaries, the time and effort lost due to excesses of control, direction, coordination and concomitant excesses of paperwork and liaison, bear directly and heavily on his technical productivity. This results in frustration and hurts motivation.

5. What Kind of Recruits and Why?

A. After the framework in which ORD divisions operate have been established, the discussion returned to the attached format, "Career Considerations". This question was dealt with first. Each of the division chiefs was asked this question and the following paragraphs summarize their responses.

B. Division chiefs look for medium or senior generalists with some degree of specialty. They need technical managers rather than contract monitors. The current personnel ceiling permits inadequate latitude to acquire sufficient young, creative, advanced degree engineers or scientists for development on the job.

C. All recruits must be uniquely motivated for the Agency mission because of the natural restrictions imposed. The inadequate staffing depth for providing certain growth of medium and senior personnel dictates a five year career development cycle rather than one for a life

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time. Under present conditions, when a senior engineer gets restless, it is possible only to encourage him to remain for one or two more years at best. Now it is more likely that he will transfer to some other part of the Agency, another government Agency, or to industry to meet his requirements.

7. What do you present as career opportunity?

A. This question was likewise circulated among the division chiefs; there being seven division chiefs in attendance, there were seven answers to the question. However, a consensus is attempted nevertheless.

B. CIA R&D provides for a unique overview of advancing U.S. technology.

C. A position within it provides an opportunity to manage more resources and assures greater control than in comparable industrial situations.

D. Although considerably restricted, there are some opportunities for personal research and development. These are obtained naturally in IPRD; they can be provided in other divisions to varying degrees.

E. A recruit invariably questions the availability of laboratory facilities to permit his scientific or technical development, usually in his primary specialty. Some division chiefs felt that new recruits could be convinced that this was unessential to their professional development, or that they could be provided facilities via contractors, other government agencies, other CIA laboratories such as operated by TSD, COMMO and OEL, or the minimal opportunities ORD extends such as IPRD, Optics or some instrumentation maintained in their offices. AP and RP have a continuous need for at least a workbench and test facilities to internally examine new concepts or test prototype devices and systems which continuously evolve from division projects.

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F. CIA represents an outstanding opportunity for broad technical and scientific exposure to industry, universities, other government agencies, the intelligence community generally and CIA itself.

G. There is an opportunity for overt publishing, perhaps limited, via other government agencies or under personal authorship where CIA identity is not revealed. In addition, there are extensive opportunities for publishing within the classified intelligence community to a select, highly professional and technically significant audience, which could be beneficial to the individual's professional career.

H. Without reservation, the CIA can provide excellent on-the-job training since it employs a wealth of specialized professionals in R&D. The Agency provides extensive internal operational courses and permits attendance at professional conventions and scientific conferences.

I. Education: CIA encourages and supports advanced degree work and specialized science courses. The Washington area universities are set up to handle this requirement; the Agency pays for it.

J. Rotation: Among the division chiefs there was no general feeling of need for rotation in the Agency. It should only be considered on an individual basis as in the case of and others.

8. On-The-Job

A. At this point, the division chiefs individually were asked to explain their concept of the mission of their division, how it should be organized and how it should function. Once again there were seven diverse responses to the question. They varied from those who were dedicated to embellishing state-of-the-art approaches or systems to provide improved intelligence collection capability to those who were primarily interested in developing fundamental technology and broad concepts for completely new and sophisticated types of systems --- order of magnitude, improvements in previously applied scientific principles and technical concepts.

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B. In addition to the problems inherent in a "Johnny-Come-Lately" organization described under the section of this report described in the "Problems of the Framework Within Which ORD Operates", it was felt that there were other significant problems resulting from current budget and personnel restrictions and uncertain management support. Office space is inadequate, the security and convenience aspects of the physical surroundings leave much to be desired and there is inadequate administrative support to permit scientist and engineers to function to the greatest utility with respect to their education, training and intrinsic motivations.

C. The current staffing limitations restrict headroom and current potential to the point where adequate career development is impossible, in fact retaining personnel appears to become more difficult.

9. Historical Results

A. Early in ORD history when it was operating under its original broad charter, division chiefs were able to hire broadly based imaginative, senior engineers and scientists, and likely young advanced degree personnel of the same potential, and were able to commit themselves to the premise that all could endeavor and grow to limits inhibited only by their talent and initiative. It is now impossible to do this. The growth stifling curve dictated by budget and personnel restrictions during the past two years have introduced a new atmosphere in which they operate. When a senior man is recruited, one is limited in the opportunities for advancement and growth which can be provided; at the same time, one must forego the recruitment of young people if the division is to carry heavy current project and administrative workloads.

B. Until there is adequate staffing depth and headroom or until CIA, DD/S&T and/or ORD revert their definition of mission and functions, these conditions will prevail.

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10. Summary

A. Career development had been satisfactory until recent years, although personnel were always somewhat limited in number, and training courses had to be sponsored very selectively. Although administrative support was always limited, the requirements for reporting, briefing and justifications were held to essentials. The general philosophy of management permitted adventure and exploration. Although more personnel could do better financially elsewhere, the advantages of CIA, and particularly ORD, provide the motivation essential to satisfactory working conditions. The situation has changed and we are now running into serious problems. During the past year ORD has lost a number of key senior personnel. This is bad but the future portends worse. Many additional are looking elsewhere.

B. Only a report is prepared as a result of this symposium. There was essentially only one day available for the discussions outlined in this report. There are no specific conclusions drawn or recommendations made. The report is provided to the D/ORD for whatever purpose it might serve and any benefit which might be derived from it. The flexibility and individuality permitted from the present philosophy of management is appreciated and encouraging. Nevertheless, some of the problem areas mentioned are real and need some kind of attention. The division chiefs and the representative from the front office learned that they could spend eight to ten hours in excellent communication, mutual appreciation of problems and with a spirit of supporting the overall office despite individual division chief and division differences. More of the same would certainly add to the analysis of existing problems and esprit de corps of the office. This in itself is a big step in the right direction.

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